



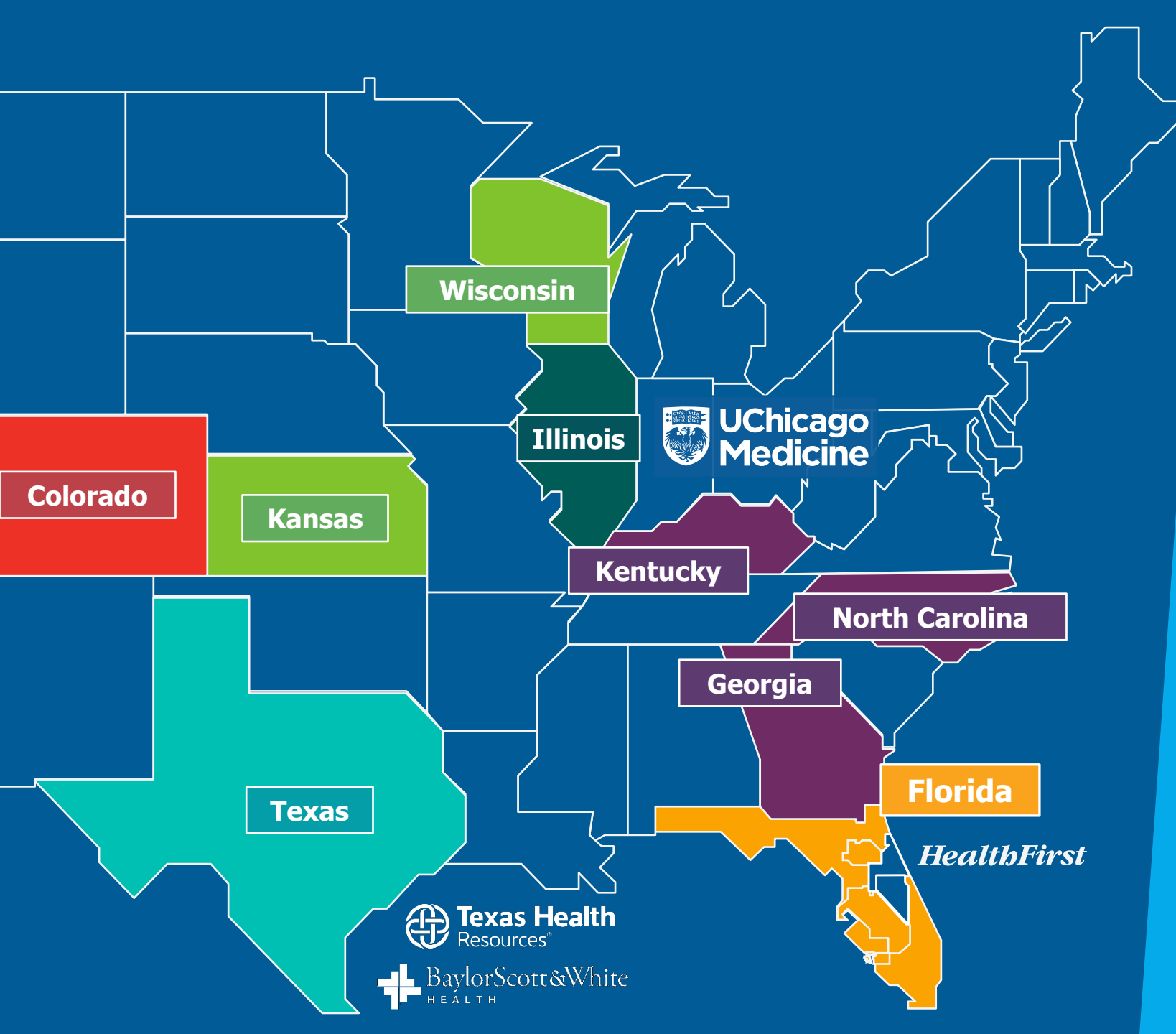
# **MOTIVATED** **by Mission**

## **Rethinking Primary and Specialty Care Delivery**

Brian Adams, EVP and CEO  
Brent Davis, EVP and CEO

# Agenda

1. AdventHealth Overview
2. Primary Health Division
3. Florida Specialty Network
4. Fireside Chat



# Our Footprint

**1973** AdventHealth was established

**9M+** Patients served annually

**\$24B+** Total operating revenue

**108,000+** Team members

**4,500+** Employed providers

**32K** Independent providers

**57** Hospital campuses in nine states

**26** Home health and hospice facilities

**60** Urgent care facilities

**30** Offsite EDs

# MISSION

Extending the Healing Ministry of Christ.

# VISION 2030

Driven by our mission of providing holistic care to all people, AdventHealth will be known for our **preeminent, faith-based, consumer-focused clinical care.**



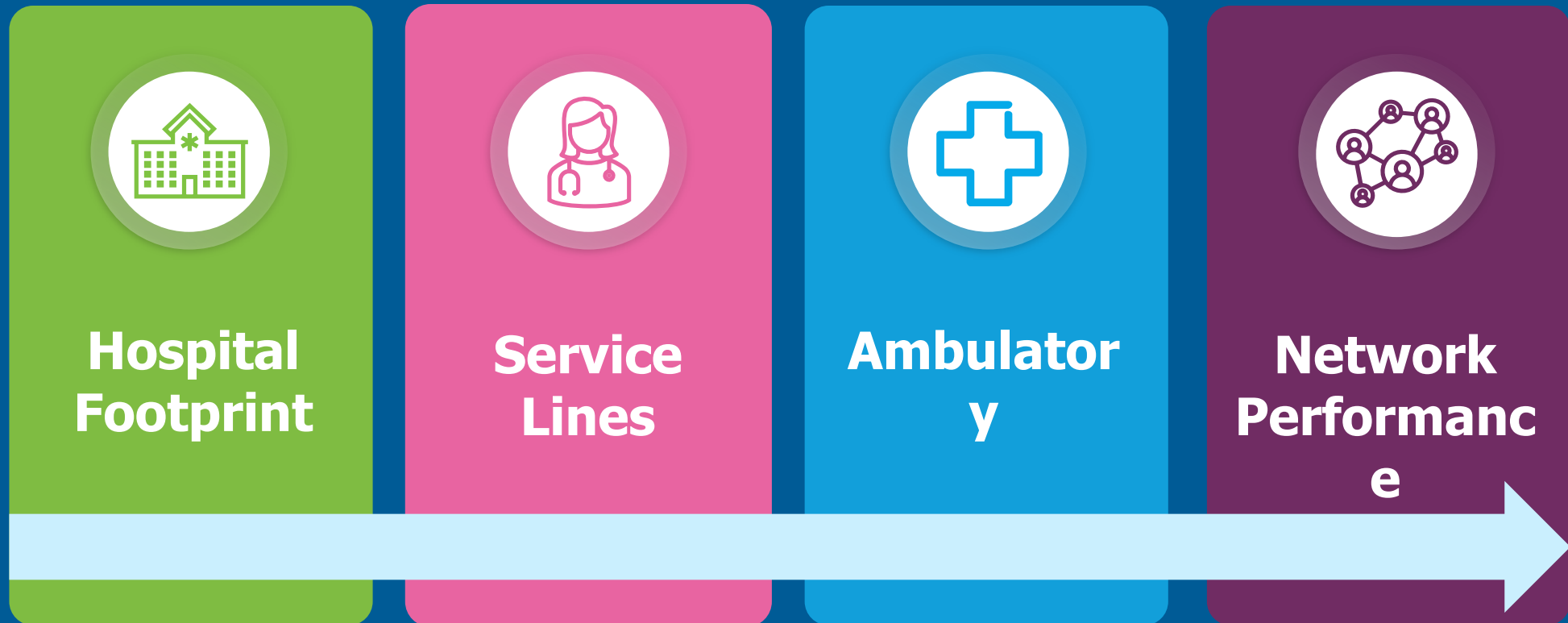
# AdventHealth | Last 5 Years

| AdventHealth Growth |           |           |        |
|---------------------|-----------|-----------|--------|
|                     | 2020      | 2025      | Growth |
| Admissions          | 392 K     | 559 K     | 42.5%  |
| ER Visits           | 1.26 M    | 1.92 M    | 49.6%  |
| Net Patient Revenue | \$11.78 B | \$23.14 B | 96.4%  |

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| AdventHealth Medical Group Growth |           |           |        |
|                                   | 2020      | 2025      | Growth |
| Provider Headcount                | 2.8K      | 6.5K      | 132%   |
| Patient Visits                    | 7.1M      | 14.2M     | 100%   |
| Net Revenue                       | \$797.5M  | \$2.0B    | 151%   |
| Medical Group Practices           | 13        | 16        |        |

# Critical Capabilities for the Future

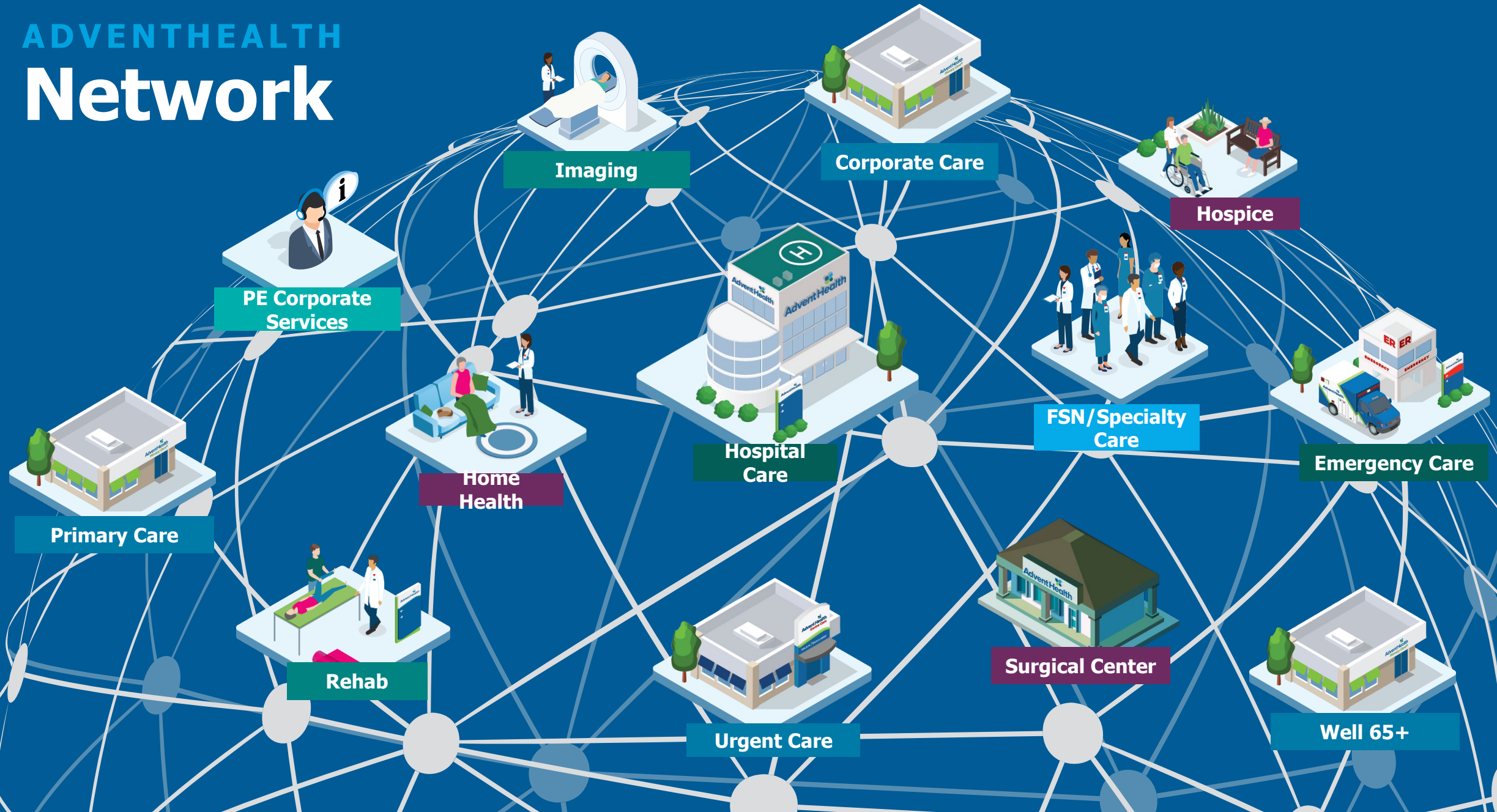


# Develop High-Performing Networks

AdventHealth will become a **complete, full-continuum** solution capable of improving **access** to care, clinical **quality**, consumer **engagement**, and purchaser **value**.



# ADVENTHEALTH Network



# Primary Health Division

## New Division Elements

- ✓ Dedicated Leadership
- ✓ Separate P&L
- ✓ Capital Funding
- ✓ Tailored Support Services



# Why Start a New Division?



**Establish standards  
& accelerate  
performance**



**Create framework  
and build  
infrastructure to  
manage value**



**Expand consumer  
access**

# PHD's Strategic Priorities



## Value-Based Care Competency

Clinical quality, consumer engagement, and financial viability



## Win in the Home

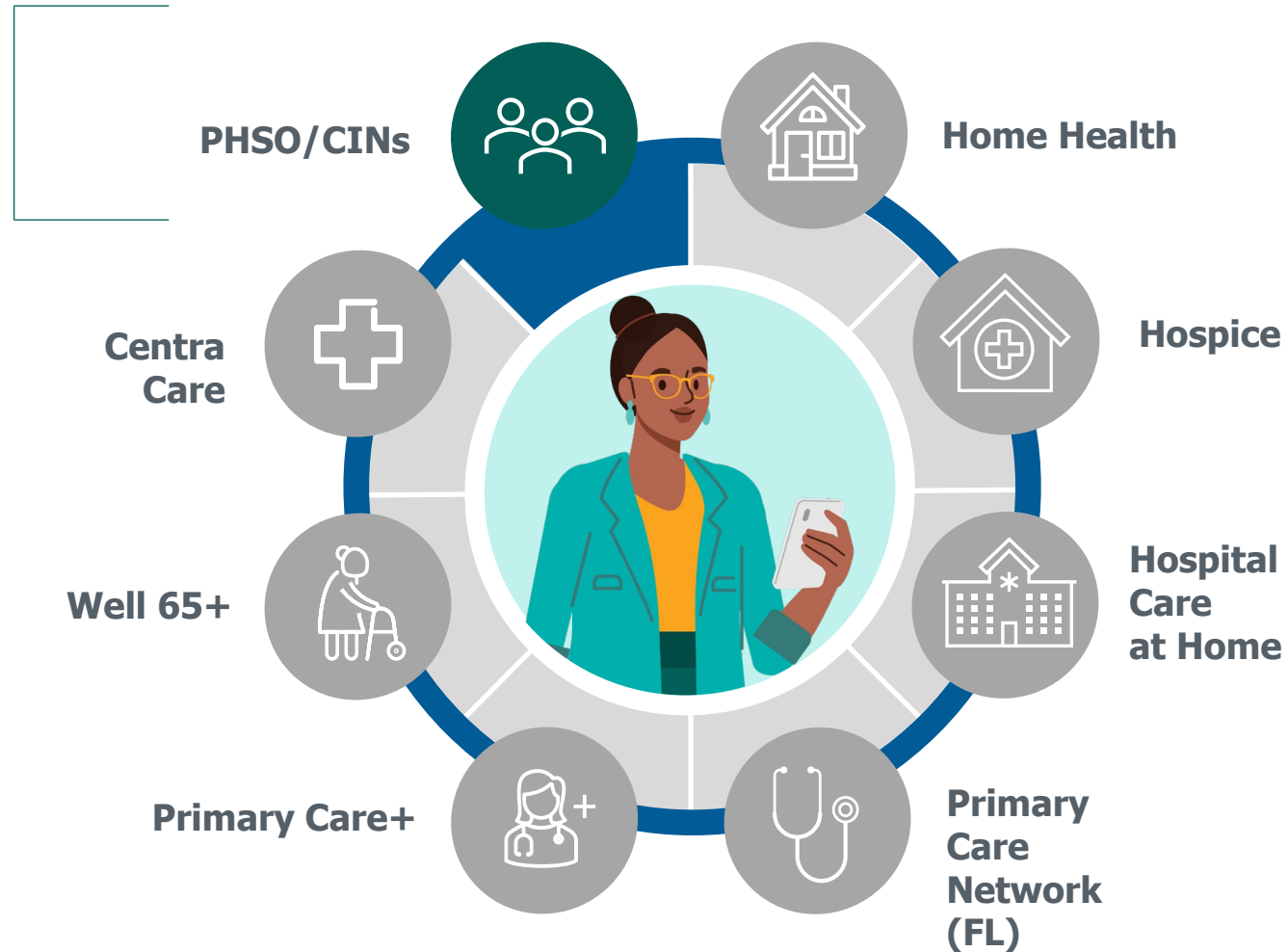
Full-life, mission-focused care continuum



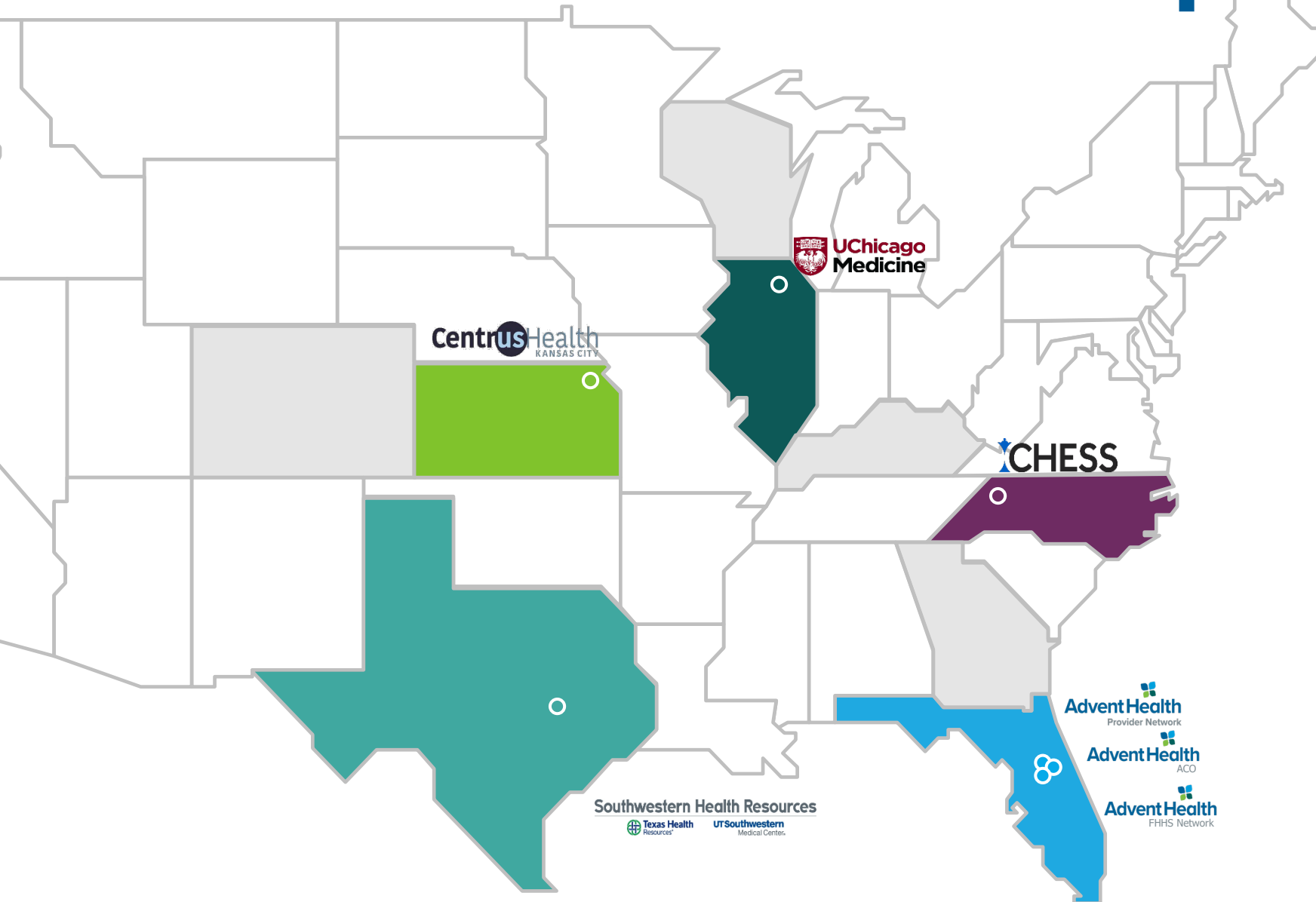
## Primary Care Preeminence

Consumer partner and clinical quarterback at network scale

# Value-Based Competency



# Current Network Landscape



  
**AdventHealth**

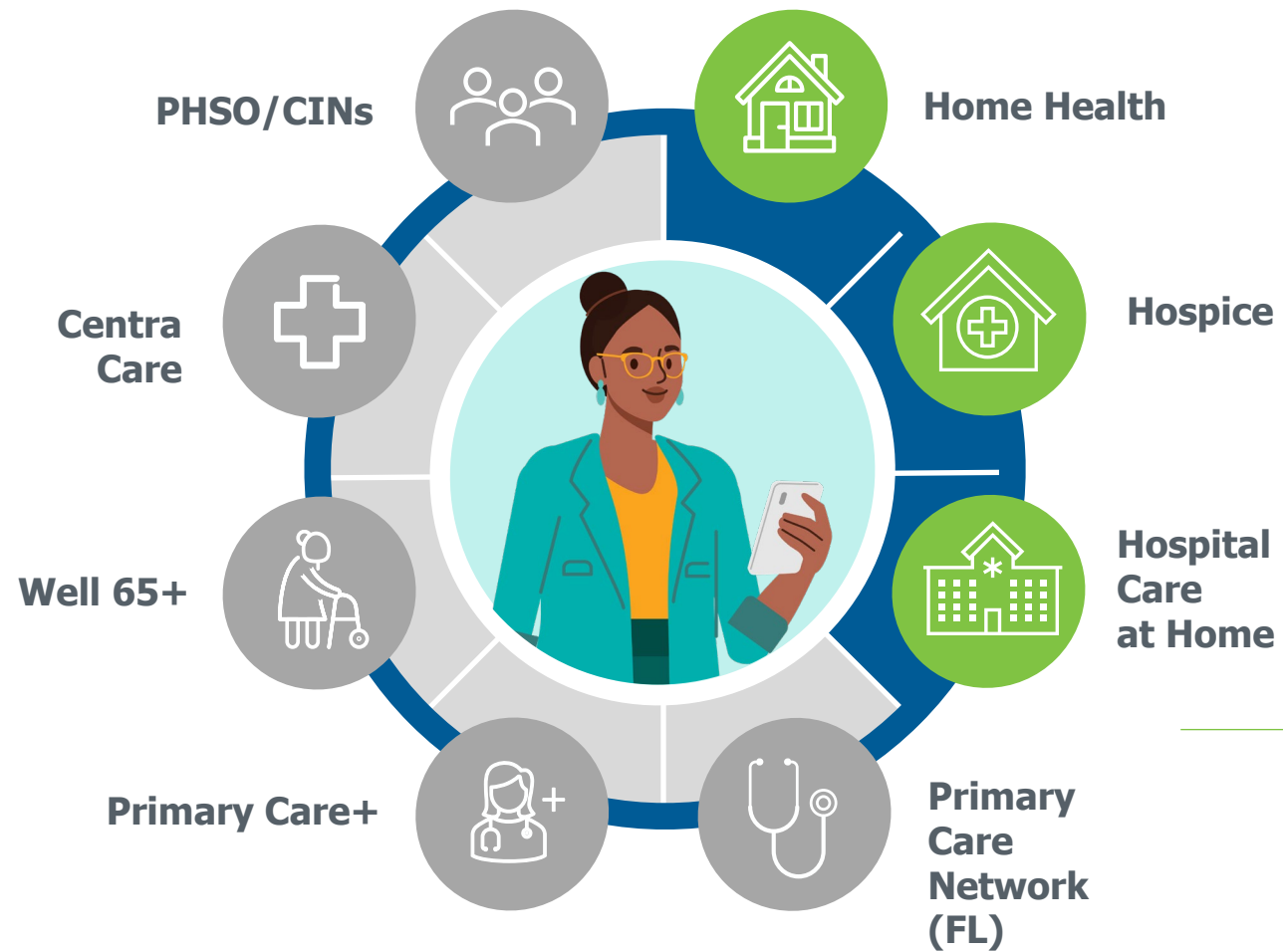
**7** Clinically Integrated Networks /

**975K** Value-Based **LIVES**

**\$72M** Revenue Opportunity

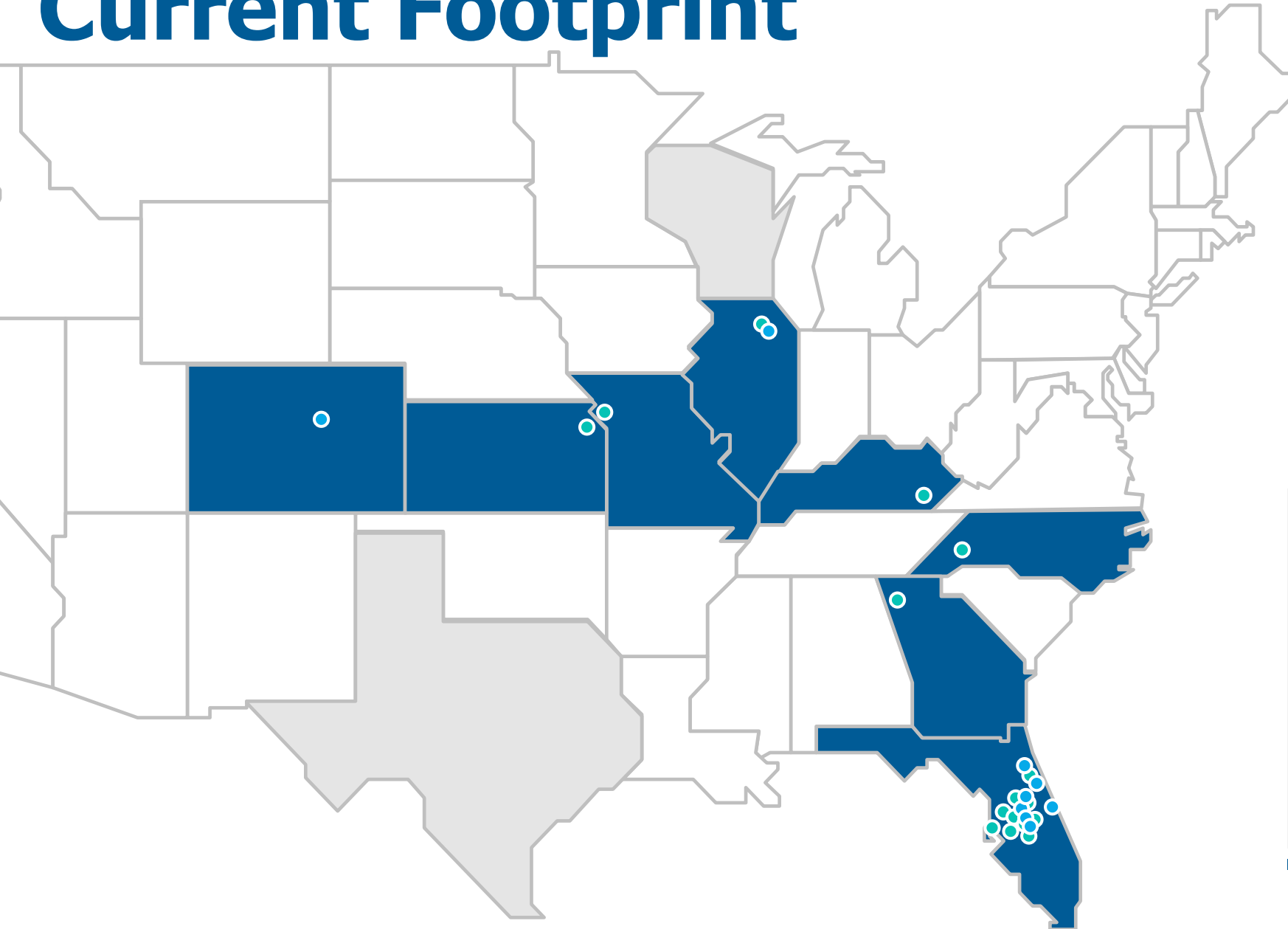
## KEY LEVERS

- ✓ Consolidate leadership & expertise
- ✓ Employee health plan integration
- ✓ Market-specific strategy & execution



**Win in the  
Home**

# Current Footprint



**Advent Health**

**8** States

**1** Home Health Location

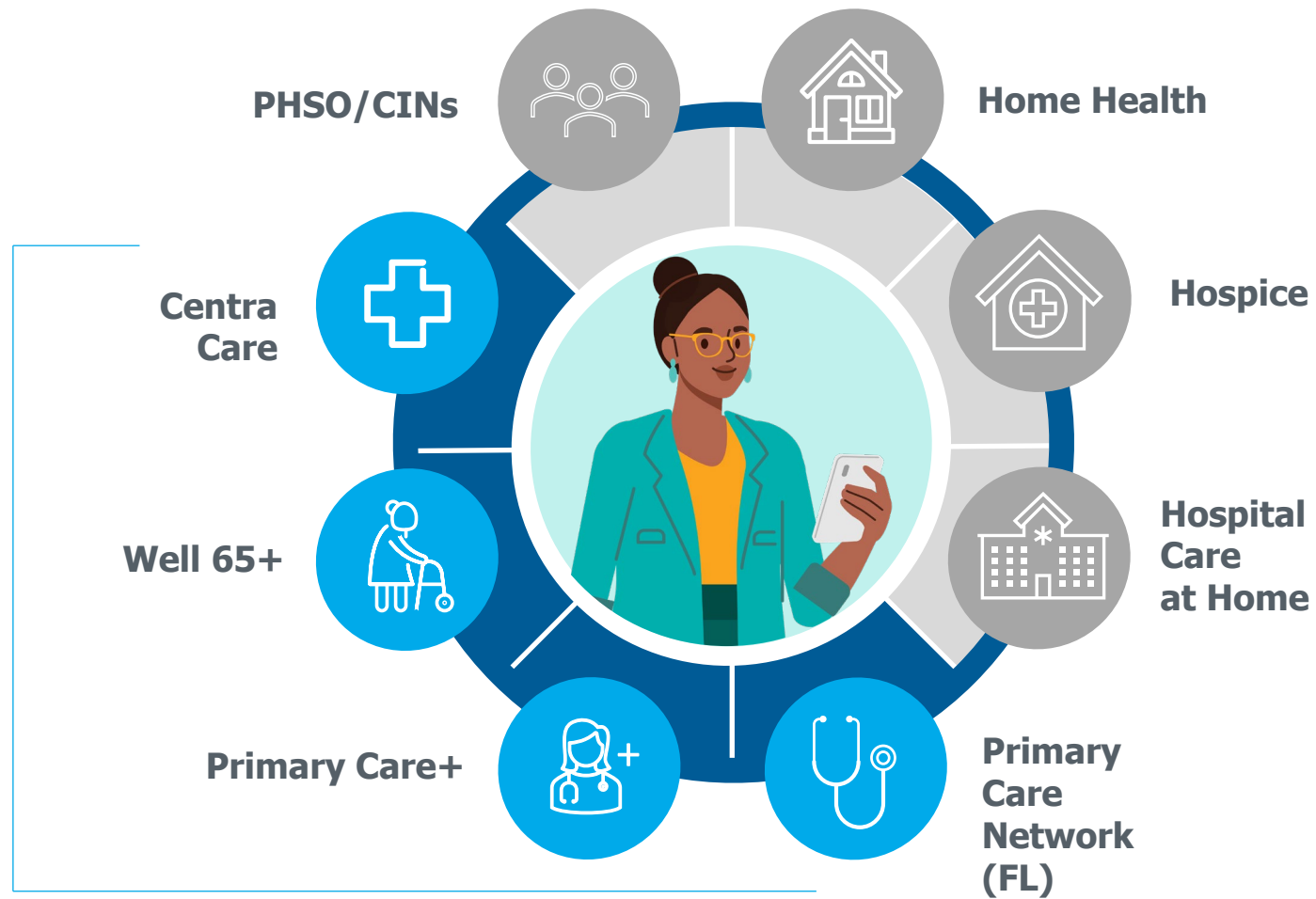
**5** Hospice Locations

**6K** Average Daily Census

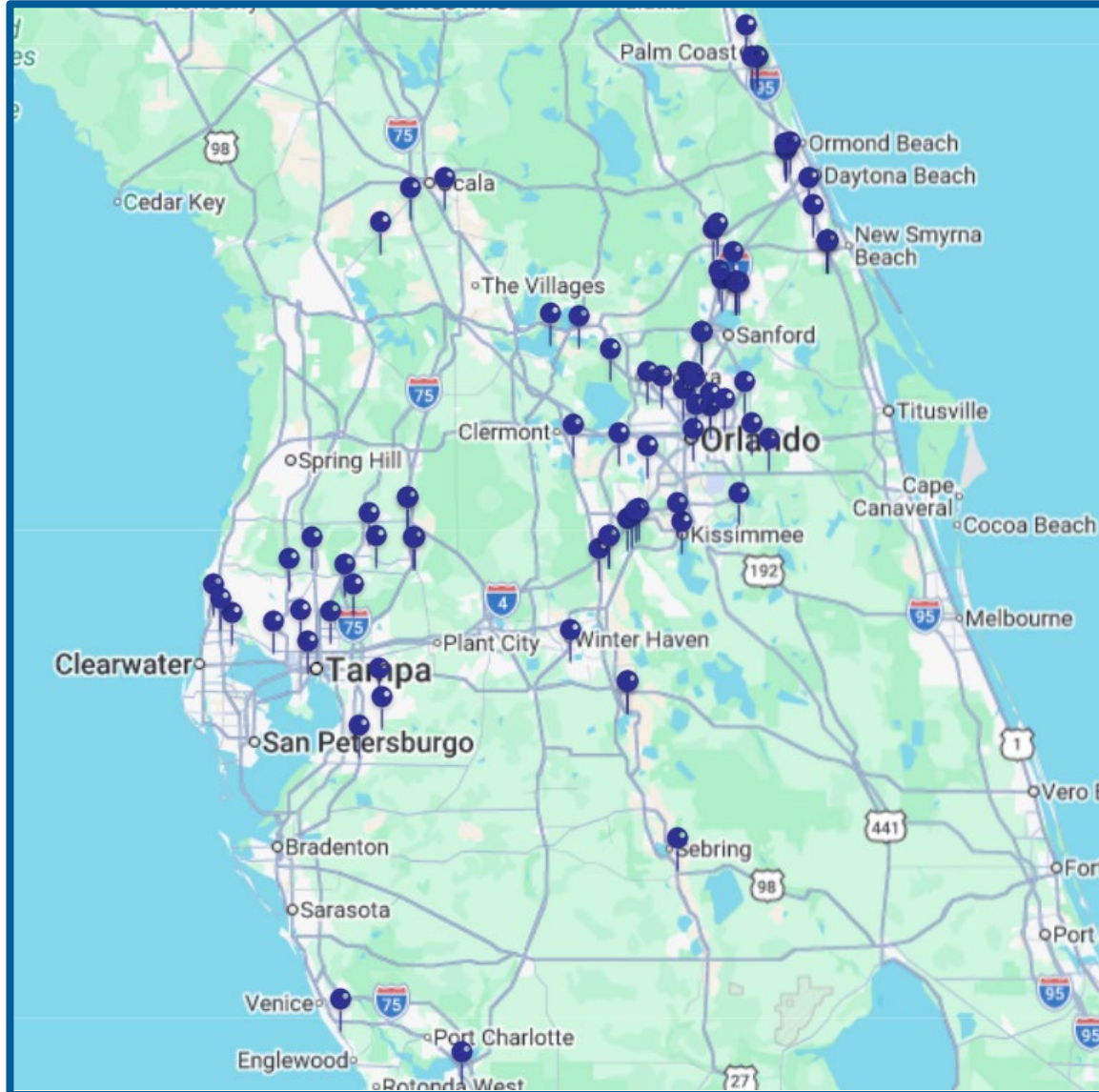
## + KEY LEVERS

- ✓ Relationship building & recovery
- ✓ Clinical improvement
- ✓ Focused leadership & tools

# Primary Care Preeminence



# Florida Footprint



  
**Advent Health**

**105** Locations

**540** Providers

**1.4M** Visits

## KEY LEVERS

- ✓ Consumer-Specific Clinical Models
- ✓ Business Model Clarity & Execution
- ✓ Data-Driven, Market-Specific, Strategic Growth

# Consumer Specific Primary Care Models



## Primary Care+

Primary Care Built on Immediate Access



## Primary Care

Primary Care Built on Physician Relationships



## Well 65+

Primary Care for Medically-Complex Seniors



## Centra Care

Immediate Urgent Care for Busy Families



## eCare

Virtual Urgent Care Anywhere



## Corporate Care

Provider Services in the Workplace

# Model Example: Primary Care Network

PCN Way

PCN Practice Model

**18+**  
Exam Rooms

**1 : 2**  
Physician : APP  
Ratio

**<7 Days**  
New Patient Wait Time

**85%**  
FFS Revenue

**3 Visits/Hr**  
Phys access

**7+**  
Physician/APP FTE's

**85<sup>th</sup>**  
Productivity %tile

**24-30K**  
Visits/Yr per site

**15%**  
Value Revenue

**2.5 Visits/Hr**  
APP access

Practice Principles



Chart  
Prep



VBC  
Training



Checkout in  
Exam Room



Medication  
Adherence



PCP  
Champion



Daily  
Huddles



Phones/  
Referrals



Direct Access  
Scheduling



Same Day  
Appointm  
s

# Strategic Growth Framework

## ① STRATEGIC INTENT

- Understand zone goals & strategy
- Identify market nuances

## ② CURRENT STATE

- Provider headcount & productivity
- Competition

## ③ MARKET NEED | How Many?

- Target population need
- Supply / demand

## ④ AH TARGET SHARE | Who?

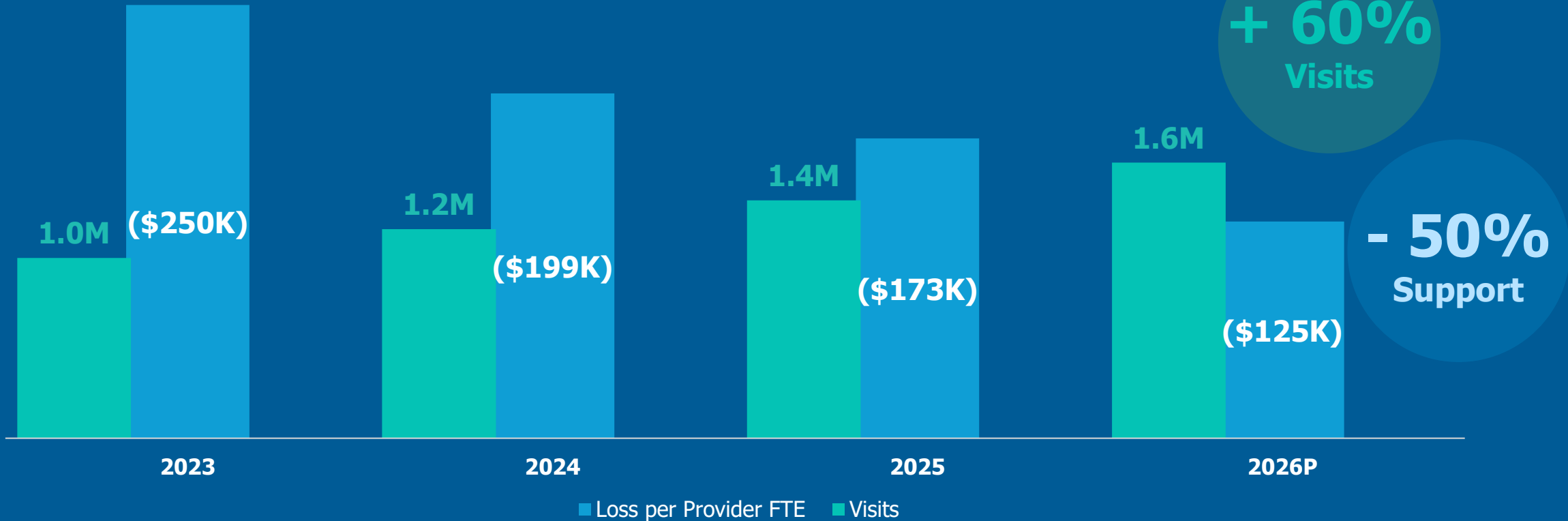
- AH desired market share
- AH desired access

## ⑤ Site Placement | What & Where?

- Traffic Flows & Payor Mix
- Market intelligence and prioritization

# Florida Primary Care Performance

## Growing Impact and Improving Financial Performance



# Operating Levers

|                                                                                                     |                                                                                                                                 | 2024                        |   | 2026                        |
|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---|-----------------------------|
|  <b>Consumer</b>   | <ul style="list-style-type: none"><li>• Total providers*</li><li>• New patient wait time</li><li>• Patient experience</li></ul> | 350<br>15 days<br>51 %tile  | → | 540<br>7 days<br>78 %tile   |
|  <b>Efficiency</b> | <ul style="list-style-type: none"><li>• Provider mix</li><li>• Providers per visit</li><li>• Visits per hour (MD/APP)</li></ul> | 0.6 : 1.0<br>2<br>2.1 / 1.9 | → | 1.3 : 1.0<br>5<br>2.5 / 2.2 |
|  <b>Clinical</b>  | <ul style="list-style-type: none"><li>• Annual Wellness Visits</li><li>• Controlling High Blood Pressure</li></ul>              | 62K<br>73%                  | → | 122K<br>76%                 |



# Vision 2030 Aspirations



**Model clarity &  
Performance at  
scale**



**Value strategy  
optimized for  
market position**



**Clinically effective  
& Easy to access**

Financial  
Strength

Team

Manage Risk

Consumer  
Focus

Clinical  
Excellence

# Florida Specialty Network

Brian Adams



In Florida, create differentiated, specialty-specific operating models for the top specialties to unlock new value for patients and providers across AdventHealth.

# 6 Things We Learned from PHD

Different Businesses with  
Different Goals  
PCN | PCP+ | Well 65+

Models & Customer  
Expectations  
Unique to the Businesses

Dedicated Expert  
Management Team

Established Strong  
Clinical Leadership

Partnership Model with Markets  
to Drive Strategic Deployment

Aligning Incentives to Match  
Business Goals

# High Value Specialty Network in an Integrated Health System

## Key Features



### Differentiated Quality



### Financial Stability

- Today's Reduction
- Future Avoidance



### Patient Experience

- Availability
- Navigation



### Network Value

- Existing Revenue Streams
- New Value Creation
- Network Integrity



### Cost-Effective Care

- Risk Readiness



### Physician Leadership & Clinical Innovation

# Build Principles

## Organizational

### Scope

- State of Florida employed specialists

### Executive Leadership

- Deploy statewide management structure

### Operational Ownership

- Locally representative management team

### Speed to Initiative Implementation

- One operational point of contact for deployment of key Corporate initiatives increases pace



## Financial & Strategic

### Financial Streams

- Medical group subsidy & revenue remains in local markets & is tracked in shadow PNL at the state

### Capital Funding

- Markets contribute to capital bucket for Physician enterprise

### Strategic Inputs

- Strategy informed by 3-Yes model:  
Strategy/Service Lines | Statewide | Markets



Today, AdventHealth Florida has three medical groups with **60+ specialties** and **more than 3,400 providers**



~70% of our providers sit **within 16 specialties**



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Gastroenterology  
Urology  
Colorectal Surgery  
Hematology  
Oncology  
OB/GYN  
Cardiology

Vascular  
Surgery  
CV + CT  
Surgery  
General  
Surgery  
Orthopedics  
Endocrinology

Radiology  
Critical Care  
OB Hospitalist  
Hospitalist  
Anesthesiology

# Specialty Selection Criteria



**Quality  
Opportunity**



**Cost  
Opportunity**



**Model  
Opportunity**



**Market  
Competition**



**Patient Access  
Needs**



**Headcount**



**Physician  
Collaborative  
Momentum**



**Growth  
Opportunity**

# Florida Specialty Network

## Phase 1 | Q1 2026 – Q2 2027



**Radiology**

**TOP 10  
NATIONALLY**

**293**  
Physicians & APPs



**Critical Care**

**TOP 10  
NATIONALLY**

**252**  
Physicians & APPs



**Gastroenterology**

**LARGEST  
IN THE STATE**

**183**  
Physicians & APPs



**Urology**

**TIED FOR LARGEST  
IN THE STATE**

**123**  
Physicians & APPs

## Phase 2 | Q3 2026 – Q4 2027



**Hem/Onc**

**3<sup>rd</sup>  
IN THE STATE**

**81**  
Physicians & APPs



**Colorectal**

**TIED FOR LARGEST  
IN THE STATE**

**44**  
Physicians & APPs



**OB/GYN**

**3<sup>rd</sup>  
IN THE STATE**

**151**  
Physicians & APPs



**Hospitalists**

**EMPLOYED OB AND  
GENERAL**

**264**  
Physicians & APPs

## Phases 3-4 | By 2030



**Cardiology**



**General Surgery**



**Vascular Surgery**



**CV + CT Surgery**



**Anesthesiology**



**Orthopedics**



**Endocrinology**

# Implementation Milestones



Hire Dyads



Scorecard/  
Playbook  
Development



Current State  
Assessment



Deployment



Market  
Strategic  
Development

# Develop High-Performing Networks

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# MOTIVATED by Mission

## Fireside Chat

Florence Chang, President, MultiCare Health System

Brian Adams, EVP and CEO

Brent Davis, EVP and CEO